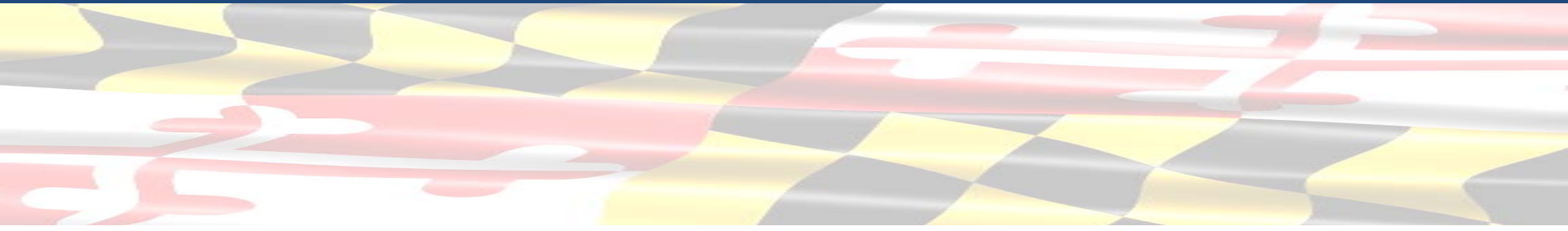


DPSCS REORGANIZATION

REGIONAL INTEGRATION, FINDING EFFICIENCIES, IMPROVING RE-ENTRY



Maryland Department of Public Safety &
Correctional Services

Why Reorganize

2

DPSCS reorganization focuses on successful offender reentry and lower recidivism. Seamless integration of DPSCS divisions breaks down vertically siloed custody and supervision operations. Operational and communications efficiencies result.

- **Regional Integration**

- A regionally-based DPSCS across three areas of the state – North, Central and South

- **Finding Efficiencies**

- Better-served offenders flow through DPSCS system efficiently, utilizing fewer resources

- **Improving Reentry**

- Leveraging a new Offender Case Management System, DPSCS operational shift improves offender rehabilitation process

Current DPSCS Challenges

3

DPSCS custody and supervision operational structure make fluid movement of offenders from sentencing to rehabilitation difficult.

- **Siloed divisions, redundant efforts**

- Divisions can be rigid/inflexible/narrowly focused inward
- Barriers to communication – historically overly complex, not timely
- Duplication in divisional programming efforts

- **Non-integrated offender services**

- Inefficient inter-division case planning/mental-health services/program coordination
- Difficult offender transition between divisions
- Ultimately affects successful offender reentry

- **Under-developed local relationships/focus on locally available services**

- Not maximizing community resources - family, housing, treatment, employment services
- Inmates spread across system, inefficient family/legal counsel linkage prior to release

DPSCS Re-Org Benefits

4

Reorganization seamlessly integrates three DPSCS divisions, breaking through vertically siloed custody and supervision operations.

- **Breaking down silos for offender/maximizing resources**
 - ▣ Integrated efforts/info sharing across flattened regions, not vertical divisional operations
 - ▣ Divisional disciplines remain the same; new structure focuses on successful reentry
- **Integrated operations/programs across the Department**
 - ▣ Deputy Secretary position oversees three operational regions – North, South, Central
 - ▣ Regional Directors coordinate custody & supervision operations & programs
- **Regional approach creates better population management**
 - ▣ Dynamic, sequential case-planning creates efficient & faster parole process
 - ▣ DPSCS regions better matches offender needs with local resources
 - ▣ Community-based programming, drug treatment, job placement, housing resources
- **Establishes better relationships with county detention systems**
 - ▣ Backed by OCMS, locals can begin doing DOC intake and eventual release

Staff Development

5

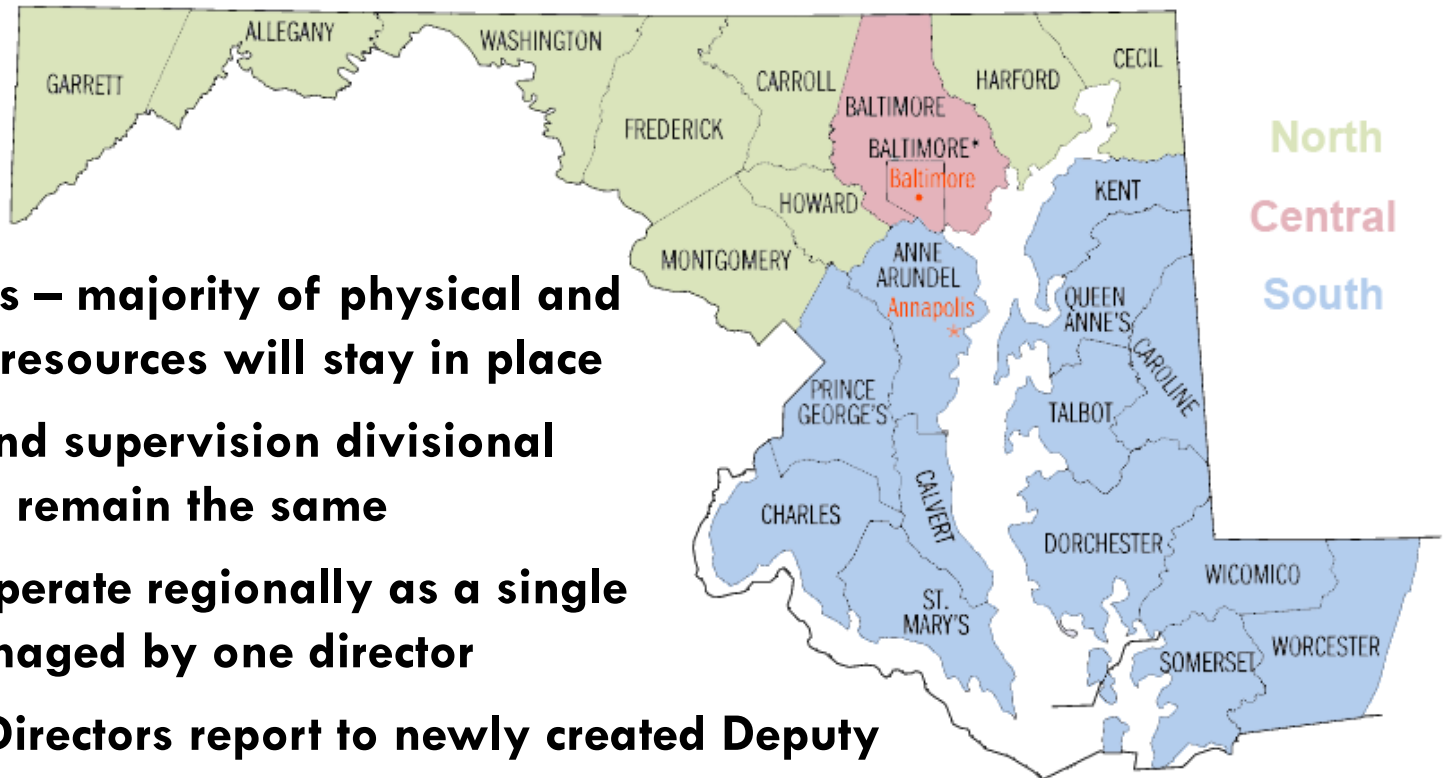
A regionally-based, reorganized DPSCS promotes increased skills sets through cross-training opportunities between custody and supervision disciplines.

- Flattened regions combine custody and supervision operations under a single entity**
- Current DPDS/DOC/DPP staff will remain the same but integrated operations will rely on an effective understanding of both custody and supervision processes**
- Exposure to the various experiences of pre trial, corrections and community supervision which our staff are now segregated from**

Regional Integration

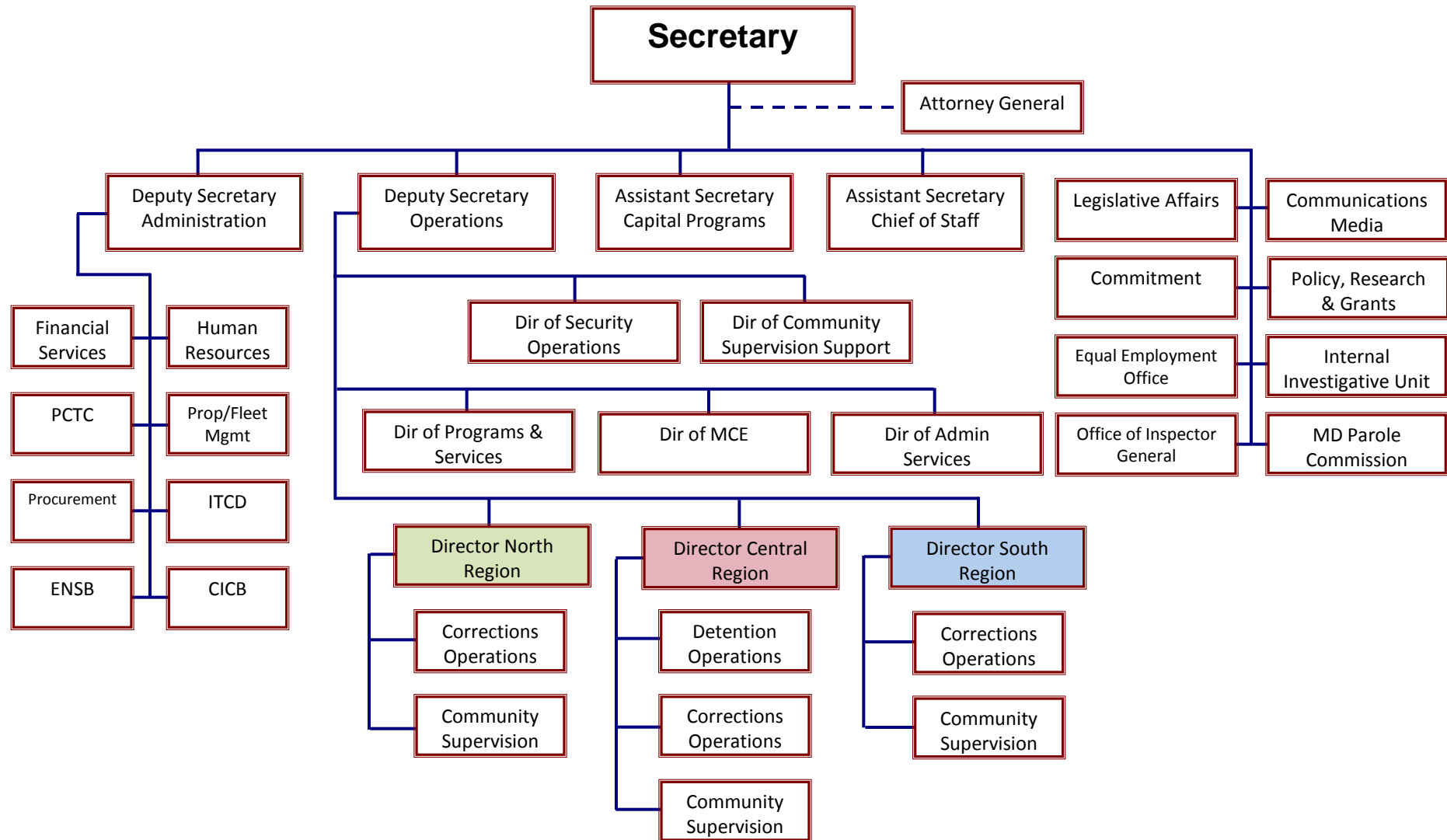
6

Reorganized DPSCS is regionally-based across three areas of the state – North, Central and South.



- ❑ **No job loss – majority of physical and employee resources will stay in place**
- ❑ **Custody and supervision divisional disciplines remain the same**
- ❑ **Services operate regionally as a single entity, managed by one director**
- ❑ **Regional Directors report to newly created Deputy Secretary of Operations position**

New DPSCS



Finding Efficiencies

8

Flattened operations makes information and offenders flow through DPSCS system more efficient and effective, utilizing fewer resources.

□ **Integration of resources**

- ▣ Vast majority of personnel resources won't move
- ▣ Less than 1% of positions will be reclassified
- ▣ Cost neutral, not adding resources or costs

□ **Reduction of duplicated services**

- ▣ Creates operational efficiencies/eventual cost reductions combining redundant functions in various agencies
 - Treatment, victims services, fiscal and personnel functions, policy and review, audit, incident review, among others
- ▣ Improves communication between divisions
- ▣ More effective delivery of offender programming and services

Improving Reentry

9

Shift in DPSCS operations improves offender rehabilitation process, leveraging three-year, \$15 million investment into a new Offender Case Management System.

- OCMS integrates data flow, reorganization integrates operations**
- Creates more dynamic sequential offender case-planning between divisions**
- Specific offender rehabilitation needs better matched to regionally available programming and services**
- Better case-planning creates more effective and faster parole process**